

5 END USER TRAINING STRATEGY

5.1 Introduction

The SCEIS End-user Training Strategy describes the overall approach for the development of a comprehensive SAP training program for the State of South Carolina. The Strategy provides recommendations for a statewide training methodology as well as a process to develop training curriculum and course materials. This Strategy will also provide the basis for the development of a detailed Training Plan to be completed in the Realization phase.

The SCEIS End-user Training Strategy includes the following sections:

Training Approach – Describes the overall learning goals and objectives, plus the methodology recommended for assessing and deploying training for the SCEIS project. In addition, this section explains the information to be gathered through the End-user Training Needs Assessment. This Assessment will provide detailed information regarding the types of users that will be trained.

Training Tools and Documentation – Provides the types of learning documentation recommended for the project and how the RWD Info Pak® suite will be used to facilitate the development of training materials.

Delivery Approach – Presents a high-level curriculum assessment with potential future job functions and probable courses.

Training Activities – Outlines the action steps required for the preparation and facilitation of end-user training, including steps to be taken upon completion of the Training Strategy for the Realization phase of the project and recommendations for items to include in an on-going training program.

5.1.1 Overview

The successful implementation of the SCEIS solution in the State of South Carolina is dependent on how well employees are equipped to operate in the new business environment. One of the primary lessons learned from the Department of Mental Health Pilot was the importance of focused training and change management efforts. The Pilot emphasized the need for a dedicated training team and the importance that training plays in not only teaching the new functionality, but also in helping to overcome general resistance to change. Therefore, the degree to which an

organization can quickly adapt to the new environment substantially depends on the quality of the training approach, delivery methods, and curriculum.

The overall objective for successful training for the SCEIS project is capturing the right information, delivering quality training, and equipping the right people with the tools and information that they need at the right time to perform their job duties in the new environment. This goal will be achieved by implementing a comprehensive training methodology that will guide the entire training process. The five key steps in this methodology are listed below and detailed in Section 4.2, Training Approach:

- Analyze the Audience
- Design the Curriculum
- Develop Training Material
- Deliver Learning
- Measure and Evaluate

The steps, activities, and outcomes highlighted in the Training Methodology will provide a practical approach for identifying end-users that need training, designing courses, creating training materials, conducting training, and determining learning effectiveness.

The methodology will be supported through the use of training tools from RWD Technologies, Inc. The State has purchased the RWD Info Pak® toolset, an integrated suite of software that accelerates the development, organization, and distribution of documentation, training materials, and online help to maximize the effectiveness of learning materials. These tools will provide a means for developing quality training materials.

In order to implement a successful training program, the SCEIS Training Curriculum needs to ensure that course content is useful and applicable to the end-user. Therefore courses need to teach end-users the new business processes and the necessary SAP transactions to conduct those processes within the new system. The curriculum is designed to relate the training content directly to the end-user's job, is interactive, and allows for immediate reinforcement by having the end-user practice and apply what has just been learned. In addition, the curriculum should provide performance support materials designed for use by users on the job after the formal training is completed.

Ultimately, an organized and useful SCEIS training program will assist in the smooth transition from current state to the future state and help ensure that end-users are prepared and able to use the SCEIS solution at go-live.